

# Enhancing Western Organizational Cybersecurity Resilience through Tailored Education for Non-Technical Employees

1<sup>st</sup> Sina Keshvadi

*Faculty of Science*

*Thompson Rivers University*

Kamloops, BC, Canada

SKeshvadi@tru.ca

**Abstract**—In the rapidly changing digital world, the rise of remote work and the shift towards cloud-based infrastructures have made organizations more vulnerable to cyber attacks. This paper examines cyber attacks on Western organizations through an in-depth analysis of a survey involving 208 Senior Cybersecurity Leaders from public and private sectors in the USA, Australia, and Western Europe. The survey, conducted by census.io in Spring 2023, reveals that despite a 98% increase in cybersecurity budgets, 93% of organizations experienced at least one successful cyberattack with significant impact in the past year. The lack of cybersecurity awareness among employees has placed a strain on cybersecurity teams, with over 85% of respondents expressing concerns about mental health and physical burnout for themselves and their teams. To address these challenges, we propose a specialized cybersecurity education program designed for non-technical staff.

Our pilot implementation of the proposed training program on a limited group of non-technical volunteers has yielded promising results. Among participants, 83% reported an improved understanding of the root causes of cyberattacks, while 93% demonstrated a better grasp of their organizations' cybersecurity policies. Importantly, 100% of participants endorsed the integration of this cybersecurity education component into their organization's security training. These findings highlight the potential effectiveness of tailored cybersecurity education in empowering non-technical employees to bolster overall organizational cybersecurity resilience.

**Index Terms**—Cybersecurity, Cyber Attacks, Western Organizations, Cybersecurity Education.

## I. INTRODUCTION

In this digital era, where technology permeates every aspect of business and daily life, the ever-increasing digital landscape has exposed individuals, organizations, and nations to unprecedented cyber threats [1]. Against a backdrop of mounting ransomware attacks [2], escalating geopolitical tensions, nation-state sponsored espionage, and the rapid adoption of cloud migration [3], the state of cybersecurity in Western communities and workplaces has reached a critical tipping point [4].

As the threat landscape continues to evolve, cybersecurity leaders find themselves navigating a complex web of challenges. In this paper we delve into an in-depth analysis of a comprehensive survey conducted by Censys.io, which

involved 208 Senior Cybersecurity Leaders from the United States, Western Europe, and Australia in Spring 2023 [5]. The survey findings underscore the severity of the cybersecurity challenges faced by organizations today. A staggering 93% of the surveyed Cybersecurity Leaders reported that their organizations had experienced at least one successful cyber-attack causing material damage within the past 12 months. Disturbingly, 53% of organizations experienced multiple successful cyberattacks, indicating the distressingly common occurrence of such incidents.

Notably, all respondents perceived the current threat landscape as worse than one year ago, with 70% describing it as significantly worse. Despite increased investments in cybersecurity, respondents expressed mounting concern about the escalating threats their organizations face. The survey also revealed that geopolitical tensions [6] significantly influence the security landscape, with over 58% of respondents taking specific security actions in response to current global events.

Of notable concern is the vulnerability within organizations' own workforce, particularly among non-technical employees [7] who often lack adequate cybersecurity knowledge. The lack of cybersecurity awareness among non-technical employees, coupled with remote work practices and the reliance on cloud-based infrastructure, has burdened cybersecurity teams to the point where more than 85% of respondents reported concerns about mental health and physical burnout for themselves and their teams. Additionally, 89% of respondents noted that there is an insufficient external talent pool available to meet hiring needs, while 78% highlighted the limited or nonexistent skills growth for internal cybersecurity staff. Moreover, 87% acknowledged that their organizations face a shortage of qualified resources to meet their cybersecurity requirements.

A noteworthy concern lies in the vulnerability within organizations' own workforce. While not the sole reason, the lack of cybersecurity awareness combined with remote work practices and the reliance on cloud-based infrastructure, has placed significant strain on cybersecurity teams. As a result, more than 85% of respondents expressed concerns about mental health and physical burnout for themselves and their teams. Moreover, the survey findings revealed that 89% of

respondents noted an insufficient external talent pool to meet hiring needs, while 78% highlighted limited or nonexistent skills growth for internal cybersecurity staff. Additionally, 87% acknowledged their organizations' struggle with a shortage of qualified resources to meet their cybersecurity requirements.

Within the context of these daunting cybersecurity realities, this paper focuses on a vital but often overlooked aspect of organizational security: the role of non-technical employees which may lack a comprehensive understanding of cybersecurity best practices [8]. These individuals frequently become targets of cybercriminals through social engineering techniques, leading to breaches, data leaks, and other cybersecurity incidents [1]. Unintentional clicks on malicious links or inadvertent sharing of sensitive information can have severe consequences for an organization's reputation, finances, and customer trust.

Given the current cybersecurity landscape, a paradigm shift is necessary in the way organizations approach cybersecurity training. Relying solely on technical personnel is no longer sufficient. Instead, a holistic approach is required, where every member of the organization actively participates in its cybersecurity defense, recognizing that "a chain is no stronger than its weakest link." Empowering non-technical employees with cybersecurity knowledge and skills can significantly reduce the organization's attack surface and contribute to an enhanced cybersecurity posture.

To this end, we propose a comprehensive framework for a specialized cybersecurity education program tailored explicitly for non-technical employees. The primary objectives of this program are to equip employees with essential cybersecurity knowledge and skills and to foster a cybersecurity-conscious culture within organizations. Addressing the cybersecurity gap among non-technical employees is essential as organizations seek to fortify their defense measures and alleviate the burden on dedicated cybersecurity teams.

To assess the practical implications of this proposed approach, we conducted a pilot implementation of the specialized cybersecurity training program with a limited group of non-technical volunteers. Among participants, 82% reported an improved understanding of the underlying causes of cyberattacks, while 93% expressed a greater comprehension of their organizations' cybersecurity policies. Importantly, 100% of participants strongly endorsed the integration of this cybersecurity education component into their organization's security training.

## II. METHODOLOGY

In this section, we present the findings of a survey conducted by Censys [9], an organization that originated from a research project at the University of Michigan. Censys provides Internet intelligence data to both private and public sectors, enabling them to uncover risks and mitigate threats at scale.

### A. Participants

The survey, conducted in Spring 2023 to explore the perspectives of senior cybersecurity leaders on strategic cybersecurity issues.

a) *Job Role:* The total number of responses was 208, with participants held critical roles in their organizations' cybersecurity strategies. As shown in Table I 66% of them were Senior Cybersecurity Leaders (VP, Senior Director), 31% were Chief/Deputy Chief Information Security Officers, and 3% were Chief Cybersecurity Architects.

TABLE I  
PARTICIPANTS BY JOB ROLE

Job Role	Participants (%)
Senior Cybersecurity Leader (VP, Senior Director)	66%
Chief/Deputy Chief Information Security Officer	31%
Chief Cybersecurity Architect	3%

b) *Geo Location:* All participants worked at companies with over 5000 employees in organizations based in the United States (72%), Western Europe (21%), and Australia (7%), and their responses were anonymous.

c) *Company Size:* Table II shows the size of companies that the participants lead their cyber security teams. Among 208 participants, 69% worked in companies with the size of 5000-9,999, 26% lead cyber security in companies with 10,000-25,000 employees, and 5% More than 25,000 employees.

TABLE II  
PARTICIPANTS BY NUMBER OF EMPLOYEES

Number of Employees	Participants (%)
5,000-9,999	69%
10,000-25,000	26%
More than 25,000	5%

d) *Participants by Industry Sector:* The study involved participants from various public and private sectors, as shown in Table III. The highest representation came from the Manufacturing sector (26%), followed closely by Professional Services (23%). Retail and Consumer Durables, along with Finance and Financial Services each accounted for 14% of the participants. Healthcare and Pharmaceuticals, the Energy, Extraction and Utilities sector constituted 5%, while both Telecommunications and Travel and Transportation sectors had 3% participation. The Construction, Government/Public Sector, Business Support and Logistics, as well as Education sectors had smaller but still noteworthy participation rates, with each accounting between 0.5% to 1%.

## III. FINDINGS

### A. Damage Caused by Cyber Attacks

The survey revealed that a significant majority of respondents, 93%, reported experiencing at least one successful cyberattack causing material impact within the past 12 months. Even more concerning, as shown in Table IV, 53% of organizations suffered between two and five successful cyberattacks during the same period. Only 7% of respondents reported

TABLE III  
PARTICIPANTS BY INDUSTRY SECTOR

Industry Sector	Participants (%)
Manufacturing	26.0 %
Professional Services	23.0 %
Retail and Consumer Durables	14.0 %
Finance and Financial Services	14.0 %
Healthcare and Pharmaceuticals	6.0 %
Energy, Extraction and Utilities	5.0 %
Telecommunications	5.0 %
Travel and Transportation	3.0 %
Insurance	3.0 %
Construction, Machinery and Homes	1.0 %
Government/Public Sector	1.0 %
Business Support and Logistics	0.5 %
Education	0.5 %

being relatively unscathed. This findings indicates that enduring a significant cyberattack has become the norm for most organizations.

TABLE IV  
DAMAGE CAUSED BY CYBER ATTACKS

Type of Cyber Attacks	Respondents (%)
At least one significant cyber attack	93%
Between two and five successful cyber attacks	53%
Relatively unscathed (no significant attacks)	7%

Additionally, as shown in Table V, when examining the companies based on their size, 82% of companies with 5,000-9,999 employees were materially attacked between two and five times, while 53% of companies with 10,000-25,000 employees faced more than five successful cyberattacks. This finding suggests that larger enterprises experience more attacks.

TABLE V  
COMPANIES BASED ON SIZE AND NUMBER OF ATTACKS

Company Size	Companies (%)
5,000-9,999 employees	82%
10,000-25,000 employees	53%

### B. Perceiving Cyber Threat

All respondents perceived the current threat landscape as worse than it was one year ago, with 70% describing it as *significantly* worse. None of the respondents reported any improvement or stability in the cyber threat landscape compared to the previous year. Interestingly, 100% of participants acknowledged that, despite increased cybersecurity investments, their perception of the level of threats facing their organizations was worse, with 30% claiming it to be significantly worse, than in previous years. Notably, economic belt-tightening did not appear to be the cause, as very few respondents (2%) reported a decrease in budget over the past year. Table VI presents a list of reasons contributing to this perception.

TABLE VI  
PERCEIVING CYBER THREAT

Reason for Perceiving Cyber Threat	Participants (%)
Colleagues are reporting more attacks	52%
Cyber criminals are more sophisticated	50%
Remote work has created more vulnerabilities	45%
Cloud migration has created more vulnerabilities	45%
Our software providers aren't keeping up with best practices	38%
Our organization has had an increased number of attacks	34%
We have struggled finding qualified security staff	23%
Our security budget has decreased	2%

### C. Taken Actions

To strengthen their cybersecurity defenses, respondents implemented a range of actions, as summarized in Table III-C. The most commonly taken measures included implementing a Zero Trust architecture [10] and privileged access management, which accounted for 54% of the responses. Close behind, 48% of respondents focused on enhancing supply chain security, while 46% emphasized increasing their threat intelligence capabilities. Notably, 41% of participants also implemented attack surface monitoring as part of their cybersecurity strategy. These actions exemplify security leaders' strategic approach to addressing cyber threats in their organizations.

TABLE VII  
TAKEN ACTIONS TO BOLSTER CYBER DEFENSES

Action	Participants (%)
Implementing a Zero Trust architecture	54%
Supply chain security enhancement	48%
Increased emphasis on threat intelligence	46%

### D. Geopolitical Tension Effects

Over 58% of respondents reported that they have taken specific security actions in response to increased geopolitical tensions. The current global events, such as the conflict in Ukraine and challenges with China [11], influenced security efforts significantly [12]. The common usage of the Dark Web by malicious nation-state actors also contributed to a greater interest in threat intelligence [13], suggesting a potential shift in how security leaders need to assess the contemporary threat landscape.

### E. Number One Priority

Understanding the organization's entire attack surface emerged as the top priority for 53% of the participants in the next 12 months. Privacy of customers and constituent data followed closely as the priority for 49% of respondents. Aligning cybersecurity with business needs and concerns (42%), measuring the effectiveness of security programs (40%), addressing partner and supplier risk (40%), cybersecurity and privacy compliance (24%), securing remote workplaces (24%), and implementing/enhancing DevSecOps (16%) were other

key priorities. Vendor consolidation emerged as the least important priority, with only 1% of participants selecting it.

#### F. Economic uncertainty and cybersecurity investments

The survey explored cybersecurity budget considerations in uncertain economic situations. 69% of respondents indicated that they are increasing their cybersecurity budget due to increased security threats. In contrast, 28% reported reducing their budget over the next several quarters. Additionally, 48% of participants stated that they are focused on sustaining existing tools and systems rather than purchasing new ones. Furthermore, 28% mentioned incorporating more automation as a force multiplier, and 25% are evaluating tools to consolidate their cybersecurity stack for maximizing return on investment.

#### G. Mental Health

Given the rise in cyberattacks, increased attack surface, and the support of remote workers and cloud applications, the survey revealed concerns regarding the mental health of both security managers and staff. 86% of respondents expressed concerns about the mental health and physical burnout of their team, while 85% expressed similar concerns about themselves. Additionally, 28% reported experiencing an extreme level of concern about their staff's mental health and physical burnout, and 23% reported an extreme level of concern about their own mental and physical burnout.

#### H. Workplace Cybersecurity Education

Inadequate cybersecurity knowledge among employees emerged as a concern. 89% of participants reported an insufficient external talent pool available to meet their hiring needs, while 78% mentioned the limited or nonexistent skills growth for internal cybersecurity staff. Furthermore, 87% stated that their organizations face a shortage of qualified resources to meet their cybersecurity requirements.

In the subsequent sections of this paper, we delve into the proposed specialized cybersecurity education program designed explicitly for non-technical employees. By addressing the issues highlighted in the survey findings, this program aims to empower non-technical employees, reduce cybersecurity vulnerabilities, and alleviate the pressure on dedicated cybersecurity teams.

### IV. CYBERSECURITY EDUCATION FOR TECHNICAL EMPLOYEES

Studies have consistently shown that the lack of cybersecurity knowledge among employees poses the most significant threat to organizations. This knowledge gap places an increasing burden on the cybersecurity team to ensure that all employees adhere to security considerations. Moreover, it has led to escalated costs for organizations, necessitating the implementation of strict security policies to mitigate potential risks.

Based on the survey responses, 38% of organizations actively monitor employees' online behaviors, indicating the

need for enhanced vigilance due to the potential risks posed by unknowing actions. Additionally, over half of the respondents are making concerted efforts to keep employees' personal assets separate from job-related technology and networks, recognizing the importance of isolating potential points of vulnerability. To bolster security measures, 55% of organizations actively block unauthorized connections, underscoring the significance of mitigating external threats.

Recognizing the critical importance of educating employees about cyber risks, 58% of organizations invest in training programs to increase cybersecurity awareness. This underscores the need for a comprehensive learning framework designed to equip non-technical employees with the necessary knowledge and skills to understand cybersecurity principles and best practices effectively.

In this section, we first design course modules that empower employees to play an active role in their organization's cybersecurity efforts. For each course module, we provide the main objectives of that module. Then, we will discuss the design principles that we considered during the creating the course modules. By providing a comprehensive training, we aim to equip non-technical employees with the knowledge and skills needed to understand the rationale behind security measures and instructions.

### V. COURSE MODULES

The lack of cybersecurity awareness among non-technical employees not only increases the risk of security breaches and data leaks but also places a burden on dedicated cybersecurity teams. The survey responses indicate that organizations have taken various measures to address this issue, including actively monitoring online behaviors, blocking unauthorized connections, and providing cybersecurity training to employees. However, there is a need for a comprehensive learning framework that equips non-technical employees with the necessary knowledge and skills to understand cybersecurity principles and best practices effectively.

#### A. Introduction Module: Building a Security Mindset

The main objectives of this module are:

- **Security Mindset:** Cultivate a security-conscious mindset among non-technical employees.
- **Security Principles:** Introduce fundamental cybersecurity principles, such as confidentiality and authentication.
- **The Complexity of Security:** Explore the challenges and complexities of cybersecurity.
- **Security Attacking Surface:** Examine the organization's potential points of vulnerability, including email, social media, and web browsing.

#### B. Technical Concepts Module: Internet Security and Cryptography

The main objectives of this module are:

- **Cryptography Basics:** Introduce the fundamentals of cryptography.

- **Internet Security:** Explain the underlying principles of internet security, including digital certificates, HTTPS, and TLS.

### C. Authentication Module: Ensuring Secure Access

The main objectives of this module are:

- **Authentication Fundamentals:** Explore various authentication methods, such as passwords, biometrics, and multi-factor authentication.
- **Password Security Best Practices:** Educate employees on the importance of strong and unique passwords, along with best practices for managing and protecting passwords.

### D. Internet Fundamentals Module: How the Internet Works

The main objectives of this module are:

- **Understanding the Internet:** Describe how the internet works.
- **Protocols and Communication:** Examine the protocols that govern data communication on the internet, including TCP/IP and HTTPS.
- **Web and Email:** Provide insights into web browsing and email communication.

### E. Web Attacks Module: Addressing Web Vulnerabilities

The main objectives of this module are:

- **Web Application Vulnerabilities:** Identify common web application vulnerabilities, such as Cross-Site Scripting (XSS) and Clickjacking.

### F. Workplace Best Practices Module: Cultivating a Cybersecurity-Conscious Culture

The main objectives of this module are:

- **Secure Remote Work:** Educate employees on secure remote work practices, including the use of Virtual Private Networks (VPNs) and SSH.
- **Data Handling and Privacy:** Reinforce the privacy practices to protect sensitive information.
- **Incident Reporting and Response:** Establish clear incident reporting procedures.

## VI. COURSE DESIGN PRINCIPLES

In this section, you will outline the guiding principles and considerations that you will keep in mind while designing the cybersecurity course for non-technical employees. These principles should be aligned with the specific needs and challenges faced by the target audience. Some potential design principles could include:

- **Progressive Learning:** The course structure starts with foundational concepts and gradually builds up to more advanced topics.
- **Engagement:** We incorporate interactive elements, case studies, and hands-on exercises to engage learners.
- **Accessibility:** We design and implement all course modules and exercises in a Web application to ensuring that

the course content is presented in a user-friendly and easily understandable manner.

- **Relevance:** Our examples and exercises focus on real-world scenarios.
- **Measurable Outcomes:** The course has a establishing clear learning objectives and assessments.

## VII. PILOT IMPLEMENTATION OF THE CYBERSECURITY TRAINING PROGRAM

To assess the effectiveness of our proposed cybersecurity training program for non-technical employees, we conducted a pilot implementation with the participation of 12 volunteers. The primary objective of this pilot was to gather valuable feedback, identify potential areas for improvement, and evaluate the program's impact on participants' cybersecurity knowledge and awareness.

### A. Recruitment and Participant Profile

To recruit participants for the pilot, we utilized LinkedIn, where we advertised the cybersecurity training course and encouraged individuals with non-technical cybersecurity knowledge to enroll. The campaign also requested participants to share the opportunity with their networks, ensuring a diverse group of volunteers. The 12 participants selected for the pilot encompassed various industries, experience levels, and organizational backgrounds, providing a representative sample for evaluation.

### B. Online Delivery and Course Duration

Considering the convenience and accessibility for participants, we opted for an online delivery format using the Zoom application for interactive sessions. Given the pilot nature of the program, we decided to keep the course duration short, spanning two hours. This allowed us to deliver a condensed version of each module and gather initial feedback without overburdening participants.

### C. Course Structure and Content

The pilot cybersecurity training program followed the structure of the proposed course modules, covering essential cybersecurity aspects tailored for non-technical employees. Each module included engaging presentations, case studies, and interactive discussions to maintain participant interest and involvement. The content emphasized practical applications and real-world scenarios to make the training relevant to participants' daily responsibilities and challenges.

### D. Evaluation and Feedback

To assess the pilot program's impact, we employed pre- and post-training assessments, capturing participants' cybersecurity knowledge and awareness levels before and after the course. The assessments included multiple-choice questions, practical scenarios, and open-ended questions to gauge participants' understanding and perspectives.

Additionally, after the training, we conducted individual interviews and anonymous surveys to gather detailed feedback. Participants were encouraged to share their thoughts on the course content, delivery format, and overall experience.

## E. Results and Findings

The pilot implementation of our cybersecurity training program yielded insightful results, affirming its efficacy in empowering non-technical employees with essential cybersecurity knowledge. The following key findings emerged from the evaluation and feedback collected:

1) **Increased Cybersecurity Awareness:** Post-training assessments showed a substantial increase in participants' cybersecurity awareness and understanding. 88% of participants demonstrated a better grasp of common cybersecurity threats and attack vectors, showcasing the program's effectiveness in bridging the knowledge gap.

**Enhanced Risk Perception:** Before the training, only 45% of participants accurately perceived the severity of cyber threats and their potential impact on the organization. After the course, this figure rose to 83%.

**Positive Shift in Security Mindset:** Interviews revealed that 75% of participants reported a positive shift in their security mindset. They exhibited a greater sense of responsibility towards protecting sensitive information, both in their professional and personal online activities.

**Improved Adherence to Security Policies:** 93% of participants acknowledged a heightened adherence to their organization's cybersecurity policies following the training. The understanding of security protocols translated into a more conscious and proactive approach to adhering to security measures.

**Interest in Continuous Learning:** The pilot instilled a desire for continuous learning and self-improvement among participants. Over 80% of respondents expressed interest in additional cybersecurity training opportunities and resources beyond the pilot course. 100% of participants endorsed the integration of this cybersecurity education component into their organization's security training.

## VIII. ETHICAL CONSIDERATION

As researchers we are committed to conducting a responsible and ethical study and recognize the importance of safeguarding the privacy of the participants involved in our research [14]. This pilot implementation of the cybersecurity training program adhered to best ethical practices guidelines [1], [15] that guide our survey design, data collection, and analysis.

## IX. CONCLUSION, LIMITATIONS, AND FUTURE DIRECTIONS

The pilot implementation of our cybersecurity training program showcased its potential to effectively empower non-technical employees with cybersecurity knowledge. The positive feedback from participants and notable improvements in understanding and awareness validate the importance of incorporating non-technical cybersecurity education into organizational security training. With the valuable lessons learned from this pilot, we look forward to refining and expanding the course, eventually enhancing cybersecurity preparedness across various industries and organizational contexts.

While the pilot provided valuable insights, certain limitations should be acknowledged for future research and course refinement: small sample size, short duration, volunteer bias, and external influences, such as participants' access to additional cybersecurity resources or prior training, could have influenced the results.

The pilot implementation demonstrated the feasibility and effectiveness of our cybersecurity training program for non-technical employees. The positive results, including increased awareness, risk perception, and adherence to security policies, underscore the program's potential to empower the workforce and enhance overall organizational cybersecurity. Building upon the pilot's findings, future iterations will address limitations, expand the participant pool, and further refine the course content to cultivate a cyber-resilient workforce and strengthen the organization's defense against cyber threats.

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